

# Supply Annual Report 2014

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FOCUS

## The Supply Community

The global supply team, supported by partners, helped UNICEF stay agile, responsive and efficient in delivering supplies for children to survive and thrive

unicef 

**Cover photo**

◀ **South Sudan:** Victoria Kiko, a Senior Warehouse Assistant, UNICEF South Sudan. She was part of a multi-sector rapid response team deployed to help displaced people in remote and hard-to-reach areas affected by the conflict. "I suppose it is a bit different that I am a woman working on the logistics side of things here in Juba. It's a job usually done by men, but I enjoy what I do."

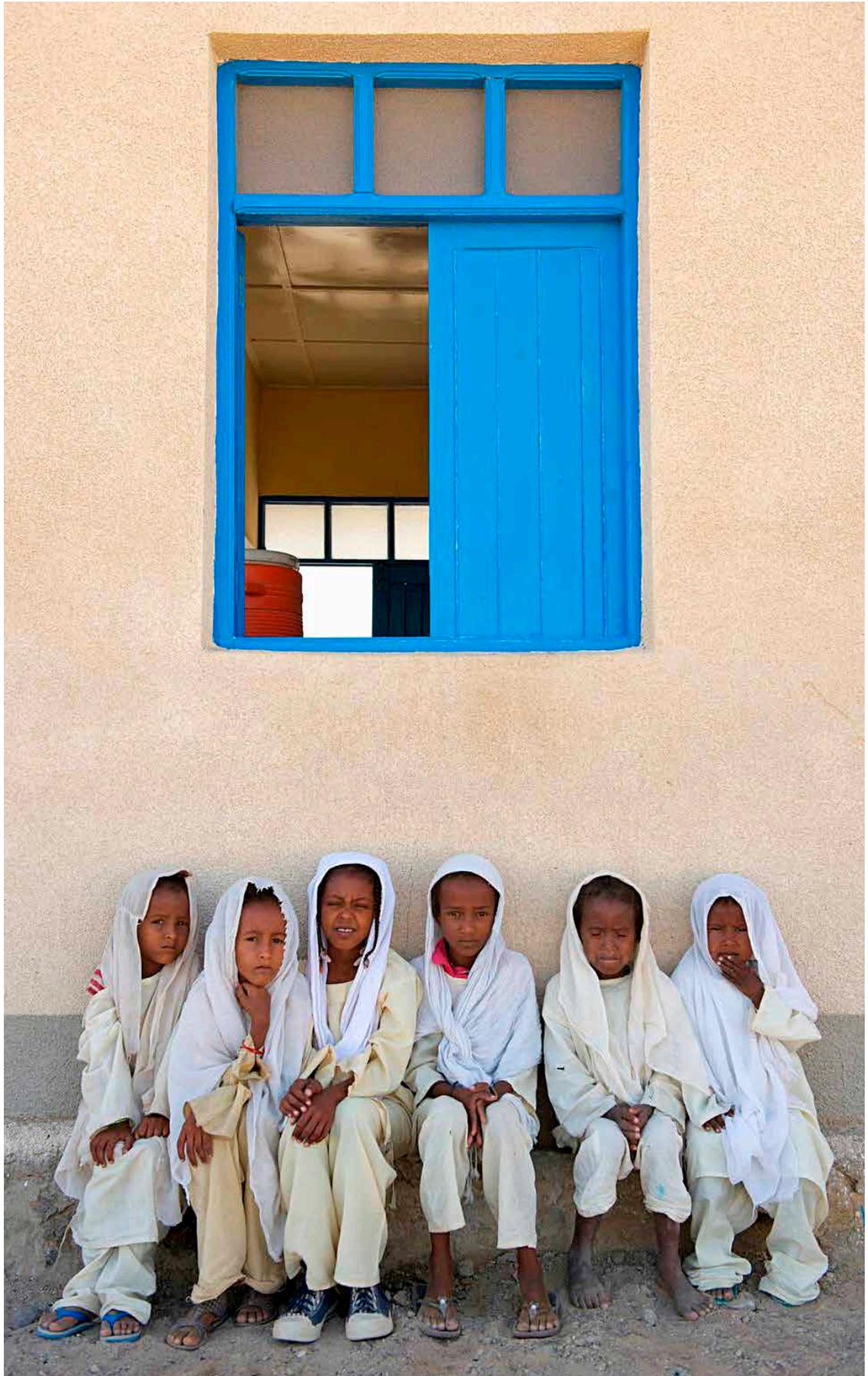
▶ **Sudan:** During a mid-day break, girls sit outside their classrooms at the Hamadab Primary School in the Kulloeid area

**About UNICEF**

UNICEF promotes the rights and well-being of every child in everything we do. Together with our partners, we work in 190 countries and territories to translate that commitment into practical action, focusing special effort on reaching the most vulnerable and excluded children, to the benefit of all children, everywhere.



For more information about UNICEF and its work, please visit [www.unicef.org](http://www.unicef.org)



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# 2014: A record year

Defined by the largest-ever supply throughput, simultaneous emergencies, ambitious strategic priorities and efficiency gains

A few decades ago, activities such as influencing markets, global forecasting, real-time monitoring and product innovation were either ad hoc or unknown in the context of UNICEF Supply.

Today, global challenges on supply and logistics are much greater in magnitude and complexity. New technologies and learnings have enabled UNICEF Supply to be effective and relevant in scale, in the range of its operations and in its approaches to support humanitarian objectives.

UNICEF's Global Supply Strategies for 2014-2017 are deeply rooted in the Organization's mission to give the most disadvantaged and excluded children the opportunity to survive, develop and thrive. The Supply Strategies provide a common framework to guide supply and logistics staff working in UNICEF offices around the world. These colleagues – nearly 1,000 strong – are UNICEF's Supply Community.

This year's Supply Annual Report shares insights into how the Supply Community has transformed over recent years and has helped to position UNICEF to respond to the current global context of children's needs with efficiency, bravery and passion.

The Supply Community – diverse in professional expertise, locations, nationalities and age – is united in embracing technology and in cultivating an ethos of continuous improvement.

For the Supply Community, “delivering results for children” has multiple expressions: It means working with industry to create competitive, sustainable markets to achieve value for money. It is leveraging UNICEF's

influence with donor and programme countries to overcome bottlenecks in funding, forecasting and planning. Delivering results for children is sharing technical expertise that empowers partners and governments to build supply chains which will not fail when children need them most. Results are evident when more children are healthy and able to learn because innovation led to improved or new products that are better adapted, more affordable and more inclusive.

Anchoring UNICEF's Supply Strategies are tools that enable the Supply Community to monitor supply chains. Monitoring increases visibility of inefficiencies across and between different segments of procurement and logistics processes. It also informs decisions and actions to prevent stock-outs, reduce transport costs and ensure timely delivery.

In 2014, the Supply Community's commitment to use its function as a catalyst and driver for children's rights, was manifested in record achievements in supply throughput. For the first time, the value of supplies and services procured exceeded \$3.3 billion. This included \$1.65 billion in supplies procured on behalf of 100 governments, including through Gavi, UNITAID, the World Bank and the Global Fund.

Across 2014, simultaneous and complex emergencies challenged the Supply Community and its humanitarian and logistics partners. UNICEF served children in 294 humanitarian situations across 98 countries, of which six were prioritised for organization-wide response. Approximately \$174 million in emergency supplies were procured to help millions of children caught in conflict and natural disasters.

Despite the challenging year, UNICEF Supply successfully managed the increase in volumes, while making productivity gains and increasing the timeliness of payments and delivery. Working tirelessly – although sometimes unseen – the Supply Community are the head, heart and hands that helped achieve the results documented in this report. ●

► **South Sudan:** Simon Bol, UNICEF team leader for a rapid response mission, checks vaccines delivered by helicopter to the town of Kiech Kon in Upper Nile State



Fun Day  
Celebrate  
the child  
unicef  
unite for children

unicef

EUROPEAN COMMISSION

KG  
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# Diversity: Key to responding to changing global supply contexts

The Supply Community is critical to UNICEF's ability to deliver supplies to children as effectively and efficiently as possible. Together UNICEF's almost 1,000 Supply staff in 89 countries and 94 offices globally, offer a range of expertise, knowledge and experience.

UNICEF's Supply Function continues to evolve to better respond to the increasing needs of children and the demands for efficient and effective supply chains in regular and emergency programmes. The need for a diverse, agile and adaptable workforce is greater than ever.

Rapidly changing technologies, shifts in supply chain management efficiency and practices, new innovations, critical partnerships and the drive for results and transparency, have been the impetus for a more strategic approach to supply and logistics across UNICEF.

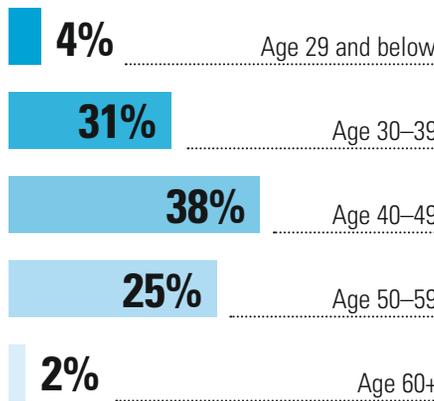
The breadth and depth of the Supply Community's skill base are expanding through targeted recruitment of people from relevant professional backgrounds, from both traditional and newly emerging disciplines, as well as through staff training, knowledge sharing and professional development initiatives.

As a result, the Supply Community offers more focused and specialised proficiencies and up-to-date expertise to support UNICEF's programmatic priorities. •

**805** ▶ **965**  
total number of UNICEF Supply staff increased by 20% from 2008 to 2014

**187** ▶ **248**  
the number of logistics staff increased by 33% between 2008 and 2014

## Age groups



## Country offices with largest Supply teams

(excl. Headquarters)



The Democratic Republic of Congo	27
Ethiopia	25
Kenya	25
Chad	20
Sudan	16
Afghanistan	14
Nigeria	14
South Sudan	14
Pakistan	13
Somalia	13
Bangladesh	11
India	11

## Supply Community 136 nationalities in 94 offices across 89 countries



## The evolution of the Supply Community

An evaluation of UNICEF's Supply Function in 2007 was one of the triggers for the transformation that is underway. The evaluation assessed the overall effectiveness, efficiency and value-add of Supply Division – UNICEF's Supply Headquarters in Copenhagen – and the management, organization, capacity and resourcing of the Supply Function globally.

One of the findings was that supply-related staff, especially those in the field, often felt isolated and disconnected from colleagues performing similar roles elsewhere. It was recommended that a Supply Community be established as the basis for education, training and career development, and to help foster a sense of professional belonging. This would contribute to staff morale, productivity and results.

Since then, concerted efforts to strengthen and further professionalise the Supply Function have brought many strategic benefits that support organizational goals, as well as being personally rewarding for members of the Supply Community. •

**“A strong sense of professional belonging, team and togetherness contributes to the agility of the Supply Community and its willingness to go the extra mile to achieve better results for children.”**

**Lena Romer,**  
Supply Community Manager,  
Supply Division



◀ Eileen Kabasinguzi, Warehouse Assistant, UNICEF Uganda, was deployed to support emergency efforts in the Philippines

“The experience taught me to be more proficient, open-minded and eager to find solutions. Personally, I feel like I smile a lot more now thanks to the people of the Philippines!” •

## Emergency deployments

43 supply staff were temporarily deployed to emergency locations during 2014. These deployments at the onset of an emergency helped increase UNICEF's capacity to meet the growing humanitarian needs. In turn, deployments provided staff with opportunities to work in a different context, apply new skills and learn.

Diversity of the Supply Community in terms of nationalities, backgrounds and experiences, enabled UNICEF to respond to emergencies and short term needs quickly and effectively. Emergency deployments and technical assistance missions exposed staff to urgent and rapidly shifting situations, where they had to navigate new team dynamics and overcome limitations in infrastructure, technology and communications in order to do their job effectively.

Eileen Kabasinguzi, a Ugandan national working as a Warehouse Assistant with UNICEF Uganda, spent two months supporting UNICEF Philippines in the aftermath of Typhoon Haiyan.

“My first impressions arriving in Tacloban were of shock, fear and disbelief. Most of the homes were destroyed, roofs and windows blown out, cars propelled by the strong winds across the streets or on top of houses, and some ships were swept to shore.

“My normal day would begin at 7.30 am with updating UNICEF's Warehouse Inventory Module with the deliveries and outgoing supplies from the previous day. I spent a lot of time updating and reconciling the stock transactions along with logistics colleagues from Cebu, Manila, Cotabato, Roxas and with support from Supply Division. Ensuring timely recording and accuracy of data helped us track and report on the status of supplies. This is especially critical in emergencies. Each day, I also supported the warehouse operation.

## Staff mobility

The Supply Community relies on a mobile workforce to sustain complex operations within and across borders. UNICEF Supply needs staff to be placed according to where their knowledge, skills, experience and performance can best serve UNICEF's mission, and at the same time allow staff to share the burden of working in emergency and hardship duty stations.

UNICEF strengthens the capacity and supports career development of staff through regular global mobility exercises, which give internationally recruited staff opportunities to broaden their experience by taking up new roles in new environments. Such global movement of staff ensures UNICEF can meet its challenges, while fostering professional growth and supporting the career interests of staff. •

## Training and professional development

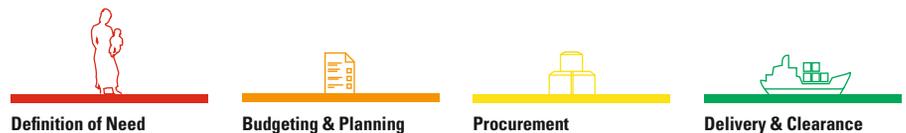
Training and professional development are key to strengthening UNICEF's Supply Community. Courses related to procurement, monitoring and data management, contracting processes, effective project management and construction practices were offered across the year. 560 staff participated in training offerings facilitated by UNICEF Supply in 2014.

In 2014, Warehouse and Inventory Management (WIM) workshops were delivered to 78 country office staff responsible for warehouse and inventory management in some of UNICEF's 192 field warehouses, with the aim of improving operational and financial performance. The course is being adapted for UNICEF partners interested in WIM. •

# Traditional and newly emerging disciplines supporting supply chain management

The UNICEF Supply Community staff support each component of the supply chain, identifying synergies and overcoming bottlenecks to ensure supplies reach children and the communities that need them, when they need them

## The UNICEF Supply Chain & the supply staff roles



### Product Innovation Specialists (new)

Facilitate identification, development and field testing of new or improved products for children



### Planning & Forecasting Specialists (new)

Forecast needs and plan product availability



### Technical Specialists

Provide product specific expertise, technical advice and quality specifications



### Innovative Finance Specialists (new)

Improve market dynamics and availability of country financing through innovative finance mechanisms



### Partnership Specialists (new)

Liaise with, update and report back to partners on projects and results



### Procurement Specialists

Manage supplier relations, issue and manage tenders, Long Term Arrangements and purchase orders for programme and operations



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